Contents

Sr.	Title	Page No.
1	Area of the Proposed Research	3
2	Title of the Proposed Research	3
3	Introduction	3
4	Review of Literature	5
5	Rationale	8
6	Objectives of the Research	9
7	Research Methodology	10
8	Implications of the Study	11
	References	11
	Chapter Outline	14

1. Area of Proposed Research

Human Resource Management

2. Title of the Proposed Research

Impact of HR Analytics on Strategic HR Interventions.

3. Introduction

The research studies the applicability of the HR Analytics (HRA) in Strategic HR interventions with special reference to the talent acquisition, employee engagement and talent retention in the organizations. HR Analytics has emerged as one of the evidence-based decision-making tools in human resources in the recent years. The study entitles the issues, reasons and, motivation in adopting Human Resource Analytics in strategic HR interventions. The research will also study the outcomes of adopting the change in the organizations with respect to the utilization of the technology and strategically how the integration of technology and HR will help business outcomes and how the organizations will motivate its workforce to achieve objectives in an efficient way with this integration.

HR Analytics is continuously gaining ground by making evidence-based decision-making in human resource function, creating business cases for HR interventions and identifying the effectiveness of HR interventions thereby transforming the HR function from an operational partner to strategic partner in businesses.

HR Analytics has the potential to empower HR professionals to take evidence-based decisions through available data to attract, engage and retain employees in the organizations. HR leaders have started making decisions through HR Analytics to develop a better work environment and maximize employee productivity for every function in the organization. The data can be utilized to take precise decisions HRM functions like Talent

Acquisition, Employee Engagement, Performance Management, Compensation and Rewards, and Talent Retention.

According to Heuvel & Bondarouk (2016), "To make better decisions, HR Analytics helps in systematically identifying people drivers of business outcomes and quantification of the qualitative data."

Human Resource analytics is about analyzing an organization's people problems using data. It is becoming one of the distinct factors over the past years in organizations. From the personnel management to be the strategic partner of business, Human Resource Management performed strategically to achieve business objectives. The data-driven approach of HR Analytics will advance the growth of HRM discipline (Erik Van Vulpen, 2018).

In the words of Cornerstone, HR Analytics provides insights to the functionality of the various departments of the organizations to effectively manage and serve employees so that objectives can be achieved within the timeframe and efficiently. HR Analytics also gathers data on employee efficiency to help them in training and development for skills upgradation. Also, HR Analytics tries to provide insight into each HR process, it gathers data and make relevant decisions. Through it, the HR processes can be improved.

HR Analytics also has some challenges and issues like what kind of data is to be collected and which data is to be avoided so that the decision making becomes precise. It also is concerned with the models to be used for the data analysis and evaluation so that the organizations can decide upon the most feasible option of data analysis model for particular organizations (Cornerstone, 2019).

Strategic HRM defines the approach for achieving the organizational goals through HR strategies, policies and practices (Armstrong, 1992).

Organizational performance depends on a close fit between human resource strategy and business processes (Batt, 2007).

The aim of this study is to know the significance and effectiveness of HR Analytics in strategic HR interventions. Data for this study will consist of structured inputs from multiple sources including primary and secondary data, therefore data pre-processing will be needed. It will include demographic information of employees, type of industries, and bifurcation of the industries. Accurate prediction of talent acquisition, employee engagement and talent retention through data acquired may enable HR, personnel and organization to take strategic decisions.

4. Review of Literature

This section aims to provide the literature available in the areas of HR Analytics and strategic human resource management and applicability of analytics in strategic HR intervention. The similar topics have been grouped together in this section, which compares and contrasts the approaches of various authors. The review of literature starts with business analytics as being the broad area for analytics followed by HR Analytics, strategic human resource and then relatedness of analytics with strategic human resource interventions.

4.1 Business Analytics (BA)

Business Analytics (BA) is a comprehensive industry term. It refers to the practice of wide range of data based analytical techniques and methodologies for various business areas (Chae et al., 2014).

Analytical abilities are the skills related with skills of decision making by individuals as suggested by Delen and Demirkan. “These are individuals’ abilities to understand the needs of the organization, elucidate the analysis in and through large databases and define terms for decision-making about issues and opportunities that arise in an

organization. The interpretation of the data is supported by a portfolio of various analytical methods and tools including techniques and methods that reinforce traditional ad-hoc queries, simulation, optimization, inferential statistics, and predictive analytics, aspiring for assisting descriptive, inquisitive, predictive and prescriptive diagnoses in the organizations" (Acito & Khatri, 2014).

The extensive use of data, information, predictive models, explanatory models, quantitative analysis and statistical analysis, and evidence based analysis for directing decisions and execution of the decisions" (Davenport & Harris, 2007).

4.2 Evolution of HR Analytics

The era of the 1990s brought fast and aggravated developments in academic and professional lives of people. In these years, technology in HR was less. Slowly, it incorporated technology and research found evidence of HRIS (Human Resource Information System) would reduce administrative part in HRM processes. There was an increased awareness for the better possibilities to execute technology particularly IT systems in human resource management (Kossek, Young, Gash, & Nichol, 1994).

In the 2000s, HRM appeared to include technological developments. The term like electronic HRM (e-HRM) came into practice by many HRs and the academicians accelerated it. E-HRM application became a buzz-term in the organizations and around 62% of the organizations started using administrative aspects of e-HRM.

Now, it is evident that the paradigm shift has been finally set. Motivated by the achievements of organizations by improving the involvement and performance of employees, advanced HR Analytics will be considered a mainstream subject for studies in HR (Fecheyr-Lippens, Schaninger, & Tanner, 2015) and will increasingly be an indispensable tool for human resource management (Boston Consulting Group, 2014).

4.3 HR Analytics (HRA)

According to Bassi et al. (2012), HR Analytics is an application of methodologies and integrated processes to improve quality of employee-related decision-making for the purpose of improving individual and organizational performance".

Fitz-Enz (2009) defines HRA as an approach of analysis based on logics that uses data as a basis for reasoning, discussion, calculation and evaluation with the ultimate goal of predicting and directing business outcomes".

HR Analytics is considered to be applicative to understand, analyze and evaluate the impact of HR activities and for influencing the business strategies and productivity. It directs the ways about for HR practices and policies that impact organizational performance. (Lawler, Levenson & Boudreau, 2004).

Techopedia, one of the online dictionaries defines Human resource analytics (HR analytics) as application of analytics processes to the HR department hoping to improve employee performance and gaining return on investments."

4.4 Strategic HRM and Strategic HR Interventions

The basic assumption for Strategic HRM is that organizations embracing a particular strategy require evidence to exercise it. (Jackson & Schüler, 1995; Fombrum, Tichy, & Devanna 1984; Jackson & Schüler, 1995).

Strategic HRM represents critical issues and factors that lead to achievement of the objectives of the employees that can be identified, and strategic decisions are taken that have huge impact on employee behavior. (Smith, 1982).

Delery and Doty (1996) identified seven strategic HR practices, i.e.

(i) Ones that are related to overall organizational performance: the use of internal career ladders,

(ii) Formal training systems

(iii) Results-orientated performance appraisal

(iv) Performance-based compensation

(v) Employment security

(vi) Employee voice

(vii) Broadly defined jobs.

4.5 HR Analytics and Strategic HRM

The literature to establish the relationship between Strategic HR and HR Analytics is scarce. Though some of the research papers and articles focus on the relationship between them. Current studies are trying to find a link between the two and more studies and researches may present more insights about the same.

According to Lawler, the value of HR Analytics lies in the application of statistical techniques and tools that have potential "to be used to tease out the causal relationship between particular HR practices and such performance metrics as customer satisfaction and the profitability of particular business activities" (Lawler et al., 2004). This implies that HRA can be regarded as an important instrument for HR towards becoming a strategic partner for the businesses. (L.Witte, 2016).

5. Rationale

5.1 Theoretical Relevance

Literature has scarce resources on application of Analytics in HR domain and its impact, particularly in Indian context. On the other hand, HRA is increasingly becoming an important strategic partner globally for various HR interventions. This

calls for a deeper investigation into studying the use of these crucial technology interventions in strategic HR and the various dimensions, issues and challenges faced in Indian industries.

This research will note the experiences of the organizations in the area of HR Analytics as well as the challenges faced by HR professionals in implementing technology in the area of HR. The study is expected to provide an insight for the organization to manage change with respect to HR Analytics.

5.2 Practical Relevance

A large number of organizations consider HR Analytics as an important tool for evidence-based decision making. Many an organizations aim at adopting the HR Analytics in the future for reducing the risk of disorganized decision making. Without HR Analytics, organizations may not be sure for taking the decisions and risk may be involved with decisions without evidence. Organizations having huge employee related data may predict the behavior of the employees and based on the data available, future predictions can take place. Organizations may also learn how various strategic initiatives may affect the organizational growth and success in the future.

6. Objectives of the Research

1. To study the impact of HR Analytics in an organization..
2. To study the impact of HR Analytics application on Talent Acquisition.
3. To study the impact of HR Analytics application on Employee Engagement.
4. To study the impact of HR Analytics application on talent retention.
5. To identify the issues in implementation of HR Analytics.

7. Research Methodology

7.1 Research Design

It is a kind of exploratory research. In exploratory research, the research is conducted for the problems that has not been explored in detail. It establishes precedence of operations, definitions to the terminologies and improves the existing research.

7.2 Sampling and Sampling Size

The sample shall be collected from 300 managers from HR and related functional areas from various organizations in manufacturing and services industries.

7.3 Sampling Method

Convenience sampling will be used for the collection of the data for the research. The data shall be collected from the managers who have knowledge or experience in using HR Analytics, or are currently working on it.

7.4 Data Collection

Primary and secondary data will be collected for the study. To collect the primary data, structured questionnaire will be used. Various mathematical and statistical calculations like mean, median, mode, correlation and regression, ANOVA etc. will be used according to the requirement.

7.5 Data Analysis

Data will be analyzed through SPPS or any other appropriate software. The data will be fed in the software and various statistical tools can be used based on the

objectives of the study and type of data to discover useful information, deducting conclusions and identifying other parameters of the study.

8. Implications of the Study

The study will provide direction to the practitioners in the field of HR Analytics. As analytics is becoming one of the major factors in the strategic decision making in the organizations, hence the study may have significance as the technology will evolve more rapidly in the human resource discipline. Various challenges, issues and criticism presented in the study will also help the implementation of the HR Analytics for the organizations that are yet to implement or ready to implement HR Analytics.

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Chapter Outline

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Results

Chapter 5: Discussion

Chapter 6: Summary of the Thesis

Chapter 7: Conclusion

Chapter 8: Suggestions

Chapter 9: Implications of the Study

References

Appendix